RESEARCH PLAN PROPOSAL

Psychological Capital and Transformational Leadership in relation to Work-Life Balance: A study on Police Personnel

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INTRODUCTION

Human nature is a combination of strengths and weakness, goodness and evil. The requirement of a perspective which emphasizes on a balanced view where there is sadness and trauma along with joy and happiness was fulfilled by Martin Seligman and his colleagues (1998). Positive psychology is not a new discipline in psychology rather it is a combination of various areas of psychology with the focus on positive aspects of human behavior.

Positive psychology insisted on focusing on positive aspects of human life rather than the negatives and emphasized on valued subjective experiences which include being satisfied and content in the past, having hope and optimism for the future and happiness in the present. Along with valued subjective experience, the positive individual traits form an integral part of positive psychology. These traits include capacity for love and vocation, courage, interpersonal skills, aesthetic sensibility, originality, spirituality, high talent and wisdom.

With the focus on positive psychology, Luthans (2002) applied it to work place setting. He termed it as Positive Organisational Behavior (POB) and defined it as "the study and application of positive oriented human resource strengths and psychological capacities that can be measured, developed and effectively managed for performance improvement in today's workplace".

With the desire to develop a construct which is comprised of positive capacities that are based on theory and research, valid measures, unique concepts, open to development and managed for performance improvement, Luthans & Youssef (2004) invented the term "Psychological Capital". The dimensions of psychological capital are – Self efficacy/confidence, Optimism, Hope, and Resilience.

These dimensions when combined form the Psychological Capital (Psycap) of an individual. Luthans et. al (2007) defined psychological capital as "an individual's positive psychological

state of development and is characterized by –having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; making a positive attribution (optimism) about succeeding now and in the future; persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success".

The psychological capital of an individual can be developed in workplace for improving performance and satisfaction levels.

Self-Efficacy is the most theoretically and researched dimension of positive organizational behavior. It draws from social cognitive theory developed by Albert Bandura. Self-efficacy is a belief on one's own capabilities for accomplishing the specific tasks. It presents positive emotions and builds the person's confidence to find ways (paths) and how to implement these ways (paths) to attain goals. Sometimes self-efficacy is also referred to as confidence in POB. Stajkovic and Luthans (1998) defined self-efficacy in the workplace as "the employees' conviction or confidence about his or her abilities to mobilize the motivation, course of action needed to successfully execute a specific task within a given context". Research has found self-efficacy to have a strong positive relationship with work-related performance.

The expectation of the best possible outcome from any given situation can be explained as being Optimistic. Optimism has been treated as individual differences. It is situation specific, i.e. the individual will objectively assess of what can be accomplished in the specific situation given the resources. Hence, with every situation and the resources available for that particular situation, optimism will vary.

Optimism as a dimension of psychological capital is associated with having an outlook which positively oriented. It includes positive emotions and motivation along with a realistic outlook to

the situation at hand. Optimism has been found to relate to employees performance, satisfaction and happiness.

The term hope is used commonly in everyday life. It is a recognized concept with research support both in clinical as well as positive psychology. Positive psychologist Snyder (2000) developed the hope theory and defined it as a "positive motivational state that is based on an interactive derived sense of successful agency (goal directed energy) and pathways (planning to meet goals). The agency component of hope can be viewed as the will to accomplish a specific task or goal. The pathway component is viewed as being the means to accomplish a task or goal. Together they form the will and the way to accomplish a given task or goal."

Hope has been recently studied in work place context and many researches in the area have found that employees who reported high levels of hope performed better than those with low levels of hope. Hope has also been found to correlate to employee retention and job satisfaction, and organizational commitment.

The concept of resilience has been drawn from clinical psychology, particularly from the work by Masten (2001) on children who have succeeded despite great adversity. In the workplace context, Luthans (2002) defined resilience as the positive psychological capacity to rebound, to bounce back from adversity, uncertainty, conflict, failure or even positive change, progress and increased responsibility. Resilence helps individuals to become flexible and adapt in a highly challenging and uncertain situation. It has become an important attribute to today's employees, managers and organisations as a whole. Research has shown resilience to relate to employees job satisfaction, commitment and happiness. Resilient leaders have been found to encourage themselves and even their subordinates to take risks and exhibit innovate behavior.

Leadership is a process in which an individual influences a group of individuals to achieve a common goal. In 1978, Burns identified two types of leadership – Transactional and Transformational. Transactional leadership involves an exchange relationship between leaders and followers. But transformational leadership is based more on leaders uplifting the values, beliefs and needs of their followers. Transformational leaders are those who transform followers' personal values and self-concepts, move them towards higher levels of needs and aspirations and raise the performance expectations of their followers.

Transformational leadership has four components; idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation. Using idealized influence, the leader creates admiration, respect, and loyalty for himself, and emphasizes the importance of having a collective sense of achievement. By individualized consideration, the leader builds a one-to-one relationship with his or her followers, and understands and considers their individual needs and skill levels. Thus, an important attribution of transformational leaders is that they meet the emotional needs of each employee. By inspirational motivation, the leader brings about a exciting vision of the future, shows the followers the ways to achieve the goals, and expresses belief in their ability to achieve them. By intellectual stimulation, the leader increases the levels of interests in the employees, and encourages followers to find solutions to old problems by using new innovative approaches.

Transformational leaders need to see people as trustworthy and purposeful in order to have a supportive organizational culture. By acknowledging the contributions of each individual they lead the followers towards creative change and growth. Transformational leaders work on high ideals and moral values and they try to inculcate the values of liberty, justice, quality, peace and

humanitarianism in their followers. Time and again, this leadership has been found to result in increased employee satisfaction as the leaders provide a sense of purpose and overall direction to the followers.

In 1986, researchers realized that many Americans preferred to pursue corporate goals at the price of neglecting family, friends and leisure activities. This led to the term work-life balance. Felstead (2002) defined work-life balance as "the ability of individuals, regardless of age or gender, to find a rhythm that will allow them to combine their work with their non-work responsibilities; activities and aspirations."

Work-life balance became important as a research area when the workplace dynamics started to change due to the economic uncertainty which resulted in a fight for survival in the organisation. Work-life balance involves how much control one feels over the number of hours put in to work in comparison to the number of hours one makes available beyond the boundaries of work. The balance between work and life activities and how it is achieved changes from one individual to another as it depends on when you feel satisfied both with your job and your personal life. Zedeck and Mosier (1990) and more recently O'Driscoll (1996) have identified five models of work-life balance. They propose the *segmentation* model that identifies work and non-work as two different domains that do not interfere in the functioning of each other. The model is sound theoretically but has little empirical support. In contrast, a *spillover* model suggests that one domain can influence the other in either a positive or negative way. The third model is a *compensation* model which proposes that the deficiency in one sphere, with regard to the demands or satisfactions can be made up in the other. For example work may be routine and mundane but this is compensated for by a major role in community welfare outside work. The fourth model is an *instrumental* model where activities in one sphere support success in the

other. A worker may take up a job which is boring and dull so that he/she can fulfill the desires of the family, e.g., education. The final model is a *conflict* model which hypothesizes that when all spheres of life have high demands, the individual has to make difficult choices which could result in conflict and a possible overload.

Work-life imbalance can be caused by the demands of work which may be either too low or too high. Some organizations let employees take time off for personal issues whereas others may demand long and irregular working hours. There are demands on individual towards the commitments and obligations outside work. An individual may have to cater to childcare, elderly care or other social commitments that force him to concentrate less on the work front.

A number of individual factors affect the work or life of an individual depending on the orientation one has towards the two dimensions. Some individuals have their work as the central aspect of their life as their need for achievement and prosperity gets fulfilled. Work-life balance has gender differences. Sometimes high demands on women in home, life stages and career stages will have an effect on their commitment to work/family demands.

Today, work-life balance is a major concern for the employees and equally important to employers. Work-life imbalance leads to increased attrition rate, turnover intentions and absenteeism. The organisations have accepted the issue and have introduced innovative practices to help employees deal with the imbalance. Initiatives such as flexible working hours, alternative work arrangements, leave policies and benefits and employee assistance programs – collectively referred to as work-life benefits and practices (WLBP's). These benefits and practices have been seen to positively affect employee attitude and behavior such as organizational commitment, job satisfaction and intention to quit. Research suggests that work life benefits and practices initiated by organisations not only help employees manage their work better but also their life beyond

work and enhance the ability of workers to coordinate and integrate work and non-work aspects of life.

Acknowledging the concept of psychological capital as an established construct to assess the individual's positive psychological state which is characterized by confidence, hope, optimism, and resilience along with leadership qualities particularly transformational leadership which uplifts the leader's and follower's both, towards greater vision and higher aspirations can form the core of the present study on police services. The will to thrive and progress in the organisations and taking care and responsibility of each individual member/follower of the group goes hand in hand with the commitment required to achieve goals. Such commitment may result into an imbalance between work and life beyond work. In the context of police services, the present study seems to look very apt as the psychological capital aspect is yet untapped for the sample. The requirement of leadership skills to succeed is not new to the sample, yet the study is looking to explore a non-conventional style of leadership.

REVIEW OF LITERATURE

The proposed study is looking to assess the interactional effect of psychological capital and transformational leadership on work-life balance. The sample of the study comprises of police personnel.

Luthans et. al. (2007) studied the mediating role of psychological capital in the supportive organizational climate – employee performance relationship. It was concluded that the employees' psychological capital is positively related to their performance, satisfaction, and commitment and a supportive climate is related to employees' satisfaction and commitment

Avey et. al. (2009) collected data from large sample of working adults across a variety of industries suggesting that psychological capital (the positive resources of efficacy, hope, optimism, and resilience) may be the key to better understanding the variation in perceived symptoms of stress, as well as intentions to quit and job search behaviors.

Abbas & Raja (2008) concluded that psychological capital was positively related innovative job performance and negatively related to job stress. High psychological capital individuals were rated as exhibiting more innovative behaviours, by their supervisors, than low psychological capital individuals. Similarly, individuals with high psychological capital reported lower levels of job stress as compared to their low psychological capital counterparts.

Avey et. al (2007) in their study on a sample of 341 working adults found transformational leadership and psychological capital contributed unique variance to employee empowerment, suggesting they are both important predictors of employee perceptions of psychological empowerment.

In a study by Gooty, Gavin, et.al (2009) where they developed and tested a conceptual model of followers' perceptions of transformational leadership as an antecedent to their positive psychological capital (a higher order construct that represents an individual motivational propensity). The results of the study supported the relationship between followers' perceptions of transformational leadership and positive psychological capital, as well as the relationship between positive psychological capital and each performance outcome.

Study by Ismail, Khurram et.al (2011) on perceptions for transformational leadership, Followers' Psychological Capital and Intent to Leave in Pakistan in which data was collected from 149

respondents. Results showed that most of the employees having high levels of perceptions for transformational leader are stronger in terms of their psychological capacities of hope, optimism, resilience and efficacy than their counterparts. However, the intents to leave are found stronger in more educated and experienced employees with greater levels of psychological capital. It was attributed through findings that intents to leave among the employees of Pakistan may reduce by developing their psychological capital through motivational capacity of transformational leadership.

In a research by Lui Chun Lok in 2011 provided some support to the applicability of the concept of PsyCap in a sample of police officers (N=311) which is a stressful occupation in Hong Kong. The relationship with turnover intentions was shown to be fully mediated by job satisfaction and stress symptoms. Positive emotions have indirect association with job satisfaction through the full mediation of PsyCap. The study furnished empirical evidence in demonstrating the importance of job satisfaction and stress symptoms in explaining the influence of PsyCap and turnover intentions.

Another study was conducted by Griffith and Jakari in 2010 on the influence of pre-training positive Psychological Capital development on training motivation. Data were gathered from 54 sworn police officers employed in a medium sized metropolitan area. Path Analysis and bivariate correlations were conducted to assess the relationship among the variables. The results from these analyses confirm the variables share both positive empirical and theoretical relationships.

In a research by Peterson et al in 2010 using a sample of 79 police leaders and their direct reports (264 police followers), this study investigated the relationships of leader and follower psychological capital, service climate, and job performance. The results revealed that leader psychological capital was positively related to follower performance, with this relationship

mediated by follower psychological capital. It was also found that the follower psychological capital performance relationship was moderated by service climate such that the relationship was stronger when service climate was perceived to be high versus low. Finally, the results concluded that leader and follower psychological capital interacted to positively predict rated performance.

Dollwet, Schneider and Koppes (2010) subjected forty-four (35 females and 9 males) staff employed at a Southeastern Masters Comprehensive University to surveys on their supervisors' perceived leadership style, family supportive supervisor behaviors (FSSBs) and other variables related to work-life balance. They found that perceived servant and transformational leadership styles were both positively related to FSSBs, employees' well-being, job satisfaction and relationship with supervisor. Perceived servant leadership was a stronger predictor for FSSBs than transformational leadership. In addition, FSSBs were positively related to employees' wellbeing, job satisfaction and relationship with supervisor.

Manfredi & Doherty in their study on Leadership Styles for Work-Life Balance conducted at Oxford Brookes University in 2006 collected data on 'triads' made up of an employee, immediate manager and line manager. The notion of work-life balance suggested a dichotomy between paid work and life. It appeared that staff in management roles was concerned about their own work-life balance. The project's findings indicated that there seemed to be a strong correlation between mangers whose style appears to be very people-oriented and supportive of work-life balance and some of the other leadership qualities.

Nielson et. al. (2012) conducted a study using longitudinal design where staff working within Danish elderly care completed a questionnaire at baseline and 18-month follow-up (N = 188). The results showed that transformational leadership style was directly associated with

perceptions of work–life conflict, job satisfaction and psychological wellbeing. Work–life conflict mediated between transformational leadership and wellbeing, but not job satisfaction. The findings suggested transformational leadership style may improve perceptions of work–life balance and employee wellbeing. Mediating the effects of work–life conflict between transformational leadership and health-care workers' job satisfaction and psychological wellbeing

A study conducted by Deluga & Souza (1991) with the purpose to investigate the influencing behaviour of subordinates as a function of supervisor leadership style within a law enforcement setting. 53 subordinate police officers returned one of four randomly distributed scenarios depicting either a male—female transformational or male—female transactional leader (supervising officer). Transformational leadership was determined to be more closely related with subordinate rational influencing behaviour than transactional leadership.

A study by Adebayo (2005) on Nigerian Police examined the interaction of perceived workplace fairness and transformational leadership behaviour on the work motivation of the rank and file of the Nigeria police. Data from 184 participants revealed that they were best motivated when both perceived transformational leadership behaviour and workplace fairness were high, and least motivated when low.

In 1999, Panopoulos' work on Gender differences in transformational leadership among the field leaders of New South Wales Police students - Gender differences in transformational leadership revealed that junior police students (n=162) rated their male EDOs as being significantly more transformational and effective than their female EDOs. Furthermore, female leaders were seen as significantly more laissez-faire than males, a style which is not appropriate in field training. In a

follow up study (Study 2), leader ratings from a sample (n=194) of students who had reached the end of their formal training revealed no differences between male and female leaders on any of the variables discussed above. That is, male and female leaders were perceived as equally transformational and effective, and there were no longer any gender differences in terms of the use of laissez-faire leadership.

Duxbury & Higgins in their survey of 4,500 police officers from 25 police forces in Canada found while the work culture for police involves shift-work, long hours and attention to the job even in off hours, many younger police officers want to seek some balance between their jobs and their families. The study found that work was more than twice as likely to interfere with home life than the reverse, with 43 per cent of respondents reporting high levels of work interference in their family lives. The emotional toll and the psychological toll this job can have on police officers throughout their career requires a lot of support within the service, and certainly a lot of support with family and friends and so forth.

Higgins & Duxbury in 2005 and Howard, D'Onofrio & Boles, 2004 compiled 40 studies that had examined effects on health (broadly defined) and work-life balance. The majority of studies had examined changes from 8- hour to 12-hour shifts. In one small study of UK police officers all work-life balance indicators were improved. This research investigates the relationship between inter-domain conflict in the form of work-family conflict and family-work conflict with various facets of employee job satisfaction. The study was conducted among police personnel (n = 119) in a large southeastern state. Results indicate that work-family conflict is significantly related to satisfaction with job in general, pay, supervision, promotion, work, and co-workers. Family-work conflict is not as consistently related to the facets of job satisfaction. In general, as expected, conflict between work-family is more closely related to employee job satisfaction than

conflict between family-work. Managerial implications are included as well as directions for future theoretical research. The effective management of employees' work-life balance (WLB) requires organisations to recognise and account for the array of non-work roles that impact on their working-lives.

METHODOLOGY

RATIONALE OF THE STUDY:

Police officials are expected to be available at all times and are required to be prompt in their responses. The advancements in information technology make it difficult for them to take complete time-off from their work duties. There is always an information overload that comes along with the pressure of providing quality service to the citizens. The police officials are also always in the limelight thanks to the media exposure. People leave no stone unturned in highlighting how the police officials are incapable of performing their duties. With such pressures and negativity surrounding the officials, there is a need to understand the positive psychological capacities which help them in continuing their work despite the adversities and how psychological capital can be improvement for the police officials. Along with these, a police official also is required to lead by example, encourage subordinates towards innovative ideas and higher ethical and moral codes. The expectations as an officer to have the quality to understand the needs of the followers and help them elevate their maturity levels and reach for self-actualization are an important aspect of the service. Police officers lead a life in which there are numerous uncertainties. The organization expects them to serve the nation first and not let personal interests interfere with the duty. They are expected to be calm and composed in times of disturbances in society and lead by example. An officer is willing to put his life at stake to save

the lives of the citizens. The pressures of work has been intensifying over the years and it has effects on the work as well as life beyond work of the police personnel and there are times when work begins to dominate life and a sense of work-life imbalance seeps in.

In the context of studies conducted on psychological capital with reference to police officials, it can be said that the area has been explored in various countries but there seems to be drought of research in India. Transformational leadership has been an established concept for a very long time and its advantages have been well established in many fields of work, hence the research will try to incorporate the concept and explain how transformational leadership can be of benefit to the police personnel. Work-life balance is an obvious issue when it comes to organisations like the police, the study will concentrate on this issue and help in emphasizing the importance of work-life balance in the police organization. It is important to point out that there is a scarcity of such studies in the Indian context.

Psychological capital and transformational leadership both variables have positive aspects imbibed in them. It is important to see whether these positive variables have an effect on the stressful demands of work as well as responsibilities in personal life of the officers. All the three variables under the study form an integral part of the police personnel.

AIMS & OBJECTIVES:-

a) To study the relationship between psychological capital & work-life balance.

b) To study the relationship between transformational leadership and work-life balance.

c) To study the interactional effect of psychological capital and transformational leadership on work-life balance.

HYPOTHESES:

In order to fulfill the above objective of the study the following hypotheses were formulated:

a) There will be no significant relationship between psychological capital & work-life balance.

b) There will be no significant relationship between transformational leadership & work-life balance.

c) There will be no significant relationship between the interactional effect of psychological capital and transformational leadership on work-life balance.

SAMPLE OF THE STUDY

The sample size of the study will consist of 150 Indian Police Officers posted in the State of Rajasthan. The participants will consist of both male & female officers with a minimum work experience of 5 years. The age group of the sample will be from 26 years to 55 years of age.

Inclusion criteria:-

1. Officers who are posted as or equivalent to Superintendent of Police, Additional Superintendent of Police and Deputy Superintendent of Police.

Exclusion criteria:-

1. Officers who have been suspended
2. Officers who have been sent on deputation to other states/countries.

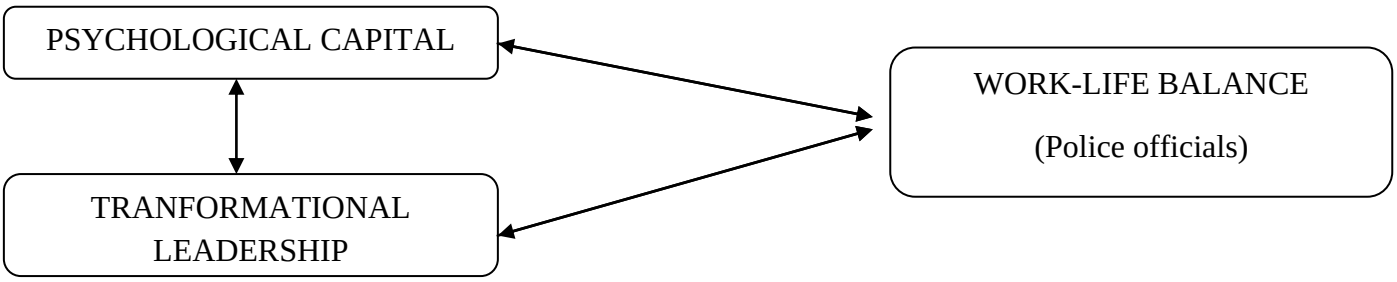
3. Officers under the age of 26 years and above the age of 55 years.

4. Officers who have less than 5 years of work experience.

5. Officers who have any kind of psychological ailments.

RESEARCH DESIGN OF THE STUDY:

A correlational research design will be used.



A sample 150 police officials will be selected based on the inclusion and exclusion criteria of the study. The individuals will be administered the tools of the study.

MEASURES OF THE STUDY:

1. Psychological capital questionnaire – PCQ (Luthans, Youssef, & Avolio, 2007)
2. Multifactor Leadership Questionnaire - (MLQ) (Bass & Avolio, 1997)
3. Work-life balance questionnaire

STATISTICAL ANALYSIS:

1. Mean
2. Standard Deviation
3. Correlation
4. Regression (other relevant statistical measure)

LIMITATIONS OF THE STUDY:

1. The sample size is too small to provide generalization.
2. All the participants may not complete the questionnaires.
3. The study does not cater to gender bias.
4. The study is limited to only one state only which may lead to regional bias.

IMPLICATIONS OF THE STUDY

1. May help in developing training programs for improving psychological capital.
2. May help in developing training programs to encourage transformational style of leadership.
3. May provide insight into the perceived work-life policies.
4. Psychological capital may help in dealing with stress.
5. Transformational leadership qualities may change the perceptions towards Work-life balance.
6. Both psychological capital and transformational leadership may be used to improve work-life balance.

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